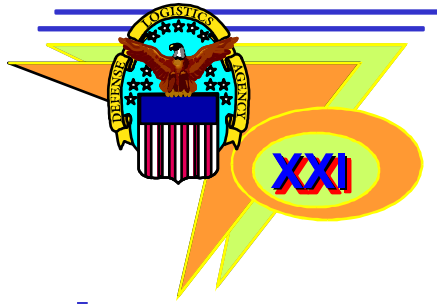


Defense Contract Management Command



DEFENSE CONTRACT MANAGEMENT COMMAND

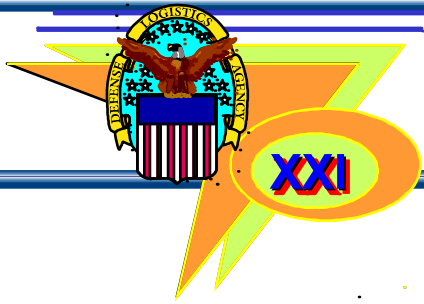


DCMC-B/DCMC-O/DCMC-P Joint Workshop

IOA Results & Initiatives



**Commander's Conference
May 5, 1999**



Panel Members

Assessment Center

Mr. Michael Conn

703-330-3202

x 317

Operations

Mr. Wayne Easter

703-767-2367

Ms. Karen Clougherty

703-767-

3412

Mr. R. Pillai

703-767-8264

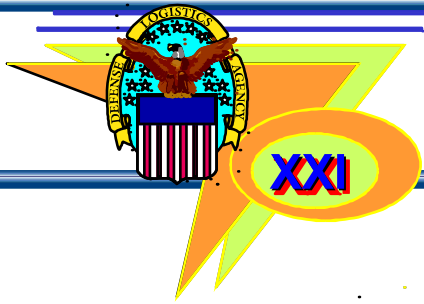
Mr. Syd Pope

703-767-3380

Program Integration

CAPT Jerry Derrick

703-767-2392



Agenda

IOA Overview

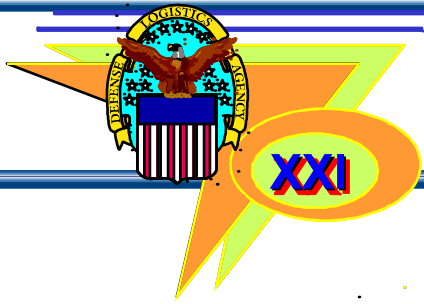
IOA Trends & Results

**Assessment Reporter Published
IOAs July - December, 1998**

DCMC-O/P Initiatives

**Performance Management
Policy Changes
Training and Tools**

CAO COMMANDERS' FEEDBACK



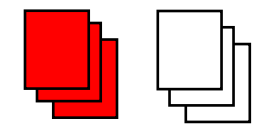
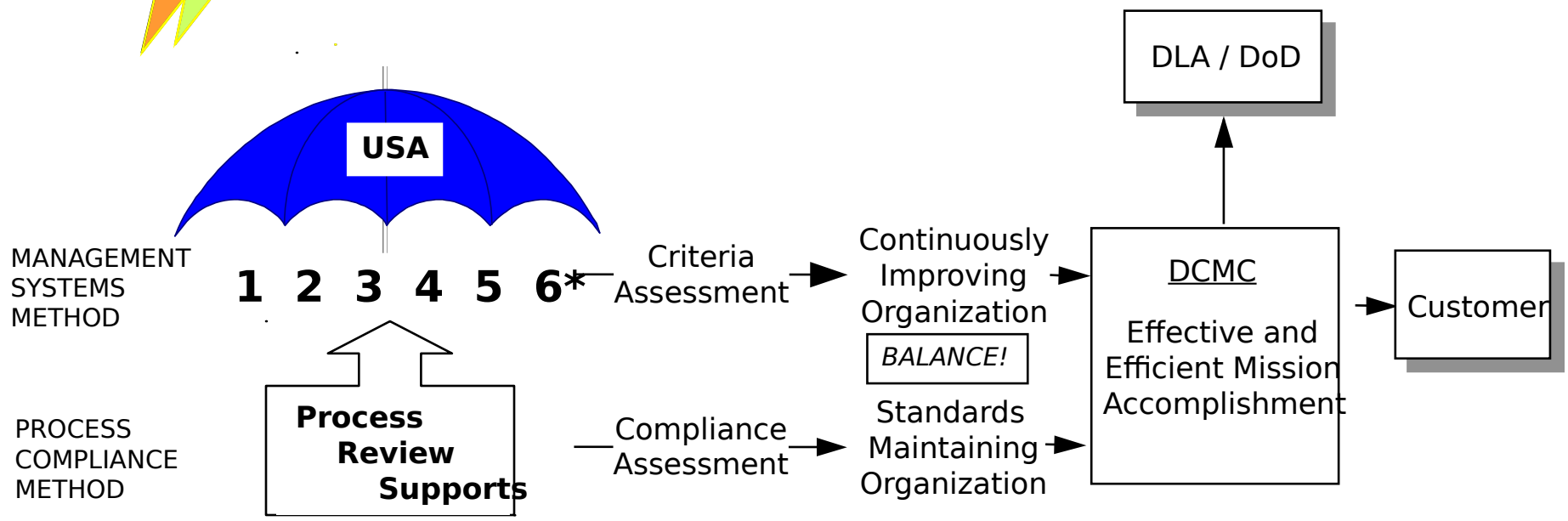
Internal Operations Assessment (IOA) What Is It?

MISSION

- To provide the Commander, DCMC, and Agency Senior Leaders information that describes the management and operational system health status of the Command.
- IOA Report becomes a tool for continuous improvement.



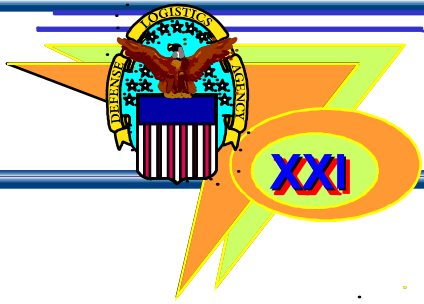
IOA Concepts



* Mission & Administrative Processes

Process review supports both compliance and management systems approaches to effectiveness.

Effective and efficient mission accomplishment ultimately leads to customer and sponsor satisfaction.



IOA Results & Trends

Ten IOAs July - December, 1998

322 Observation Records

254 for One Book Requirements

68 for PIC

38% Condition Known

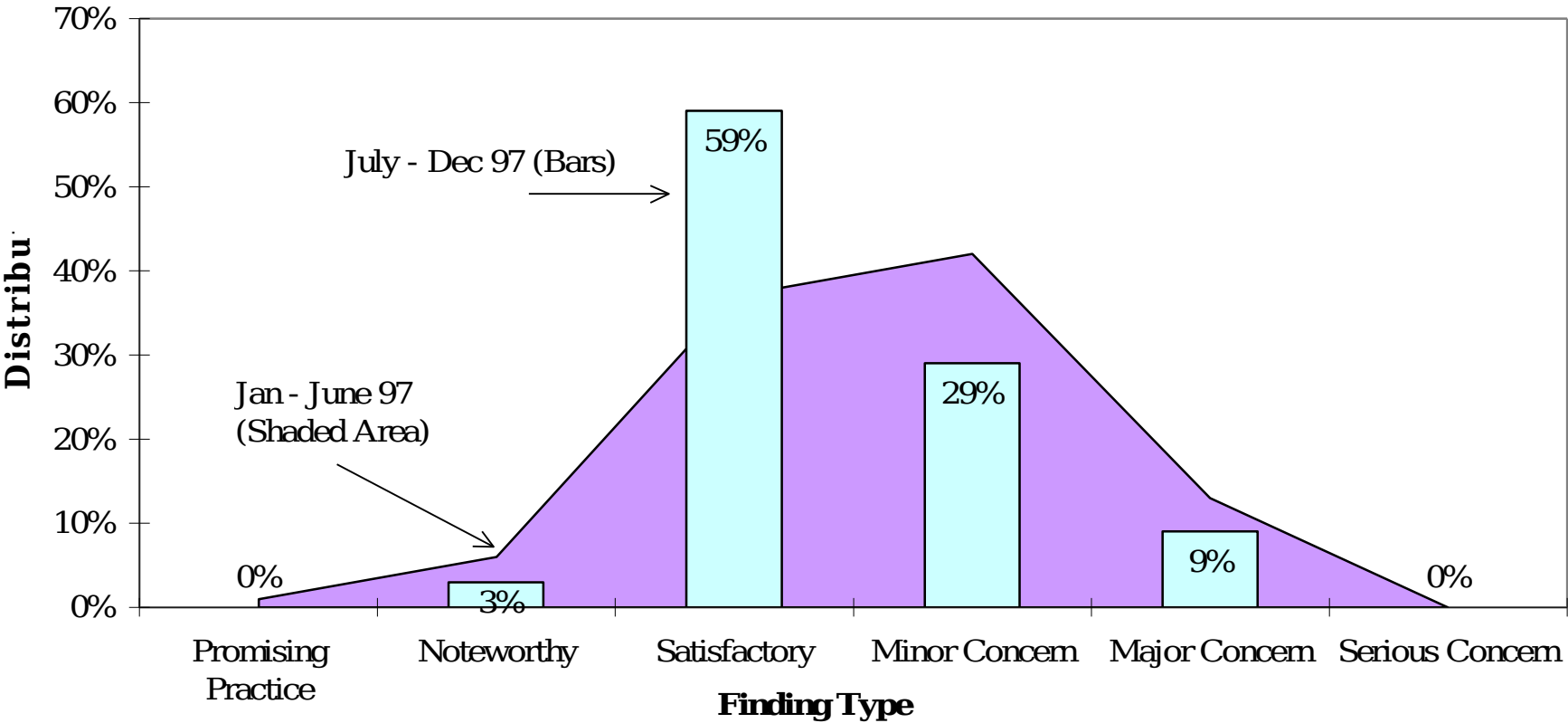
17% Plan Deployed

Many Bright Spots

Always Room for Improvement

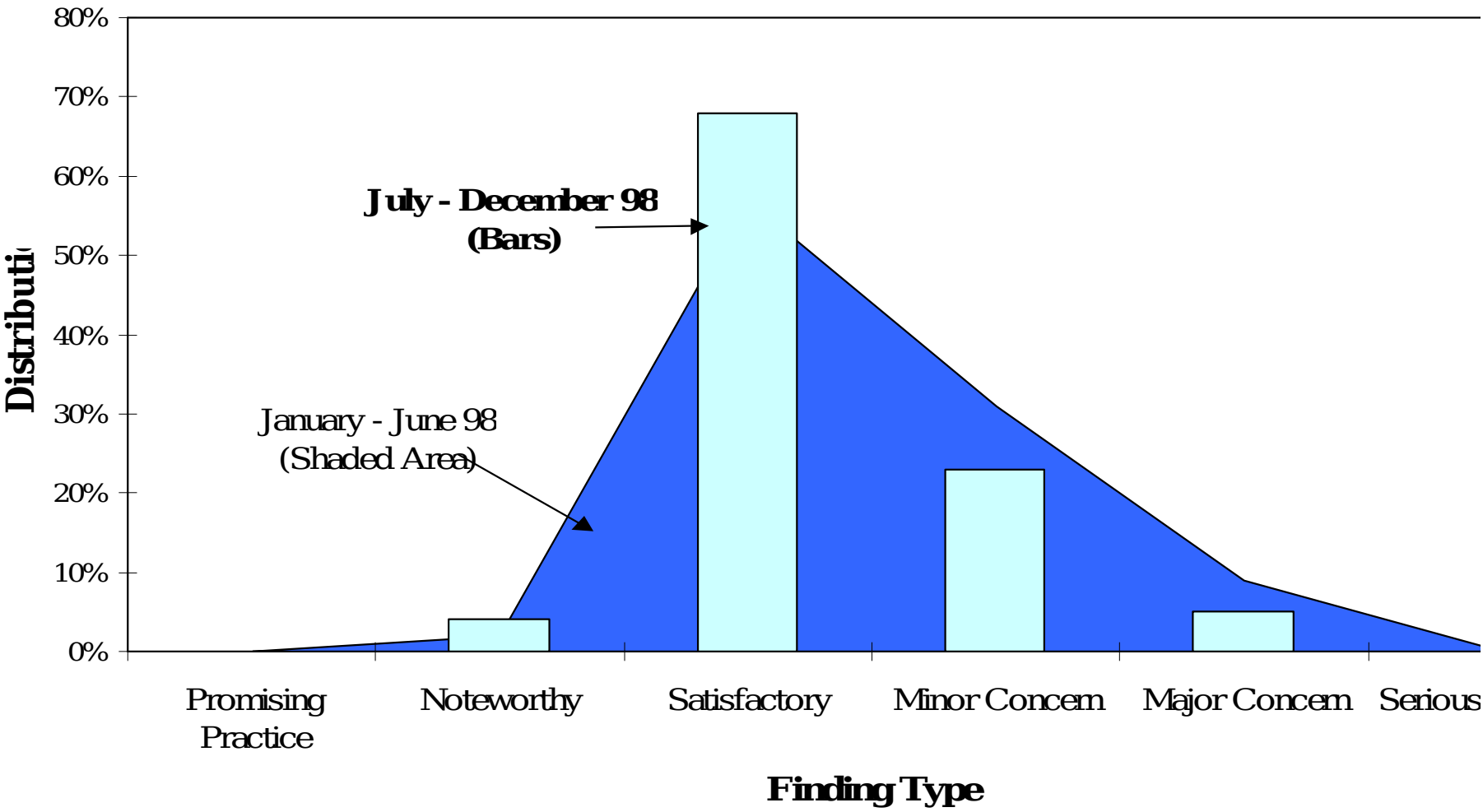


1997 One Book Observations



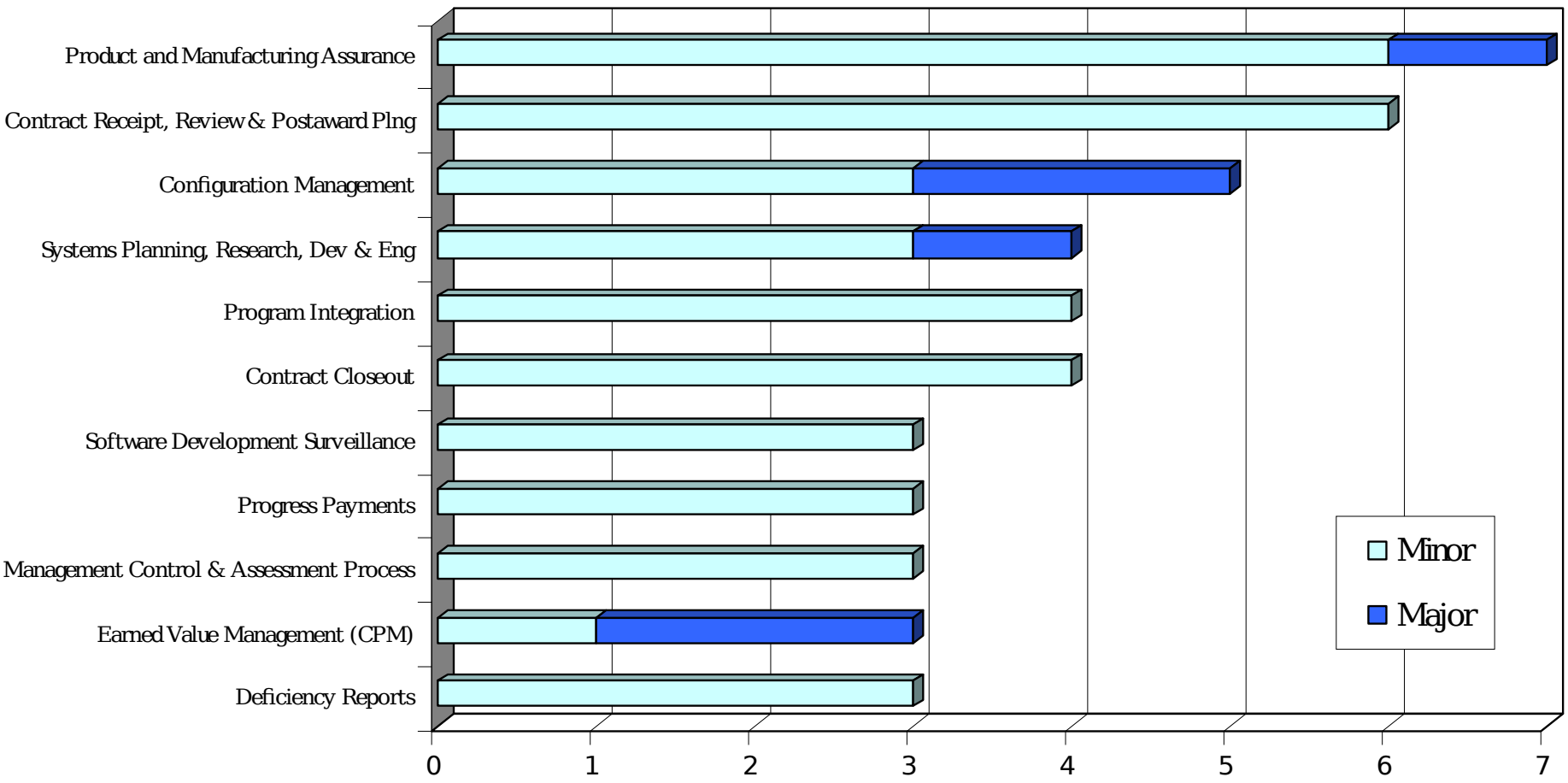


1998 One Book Observations



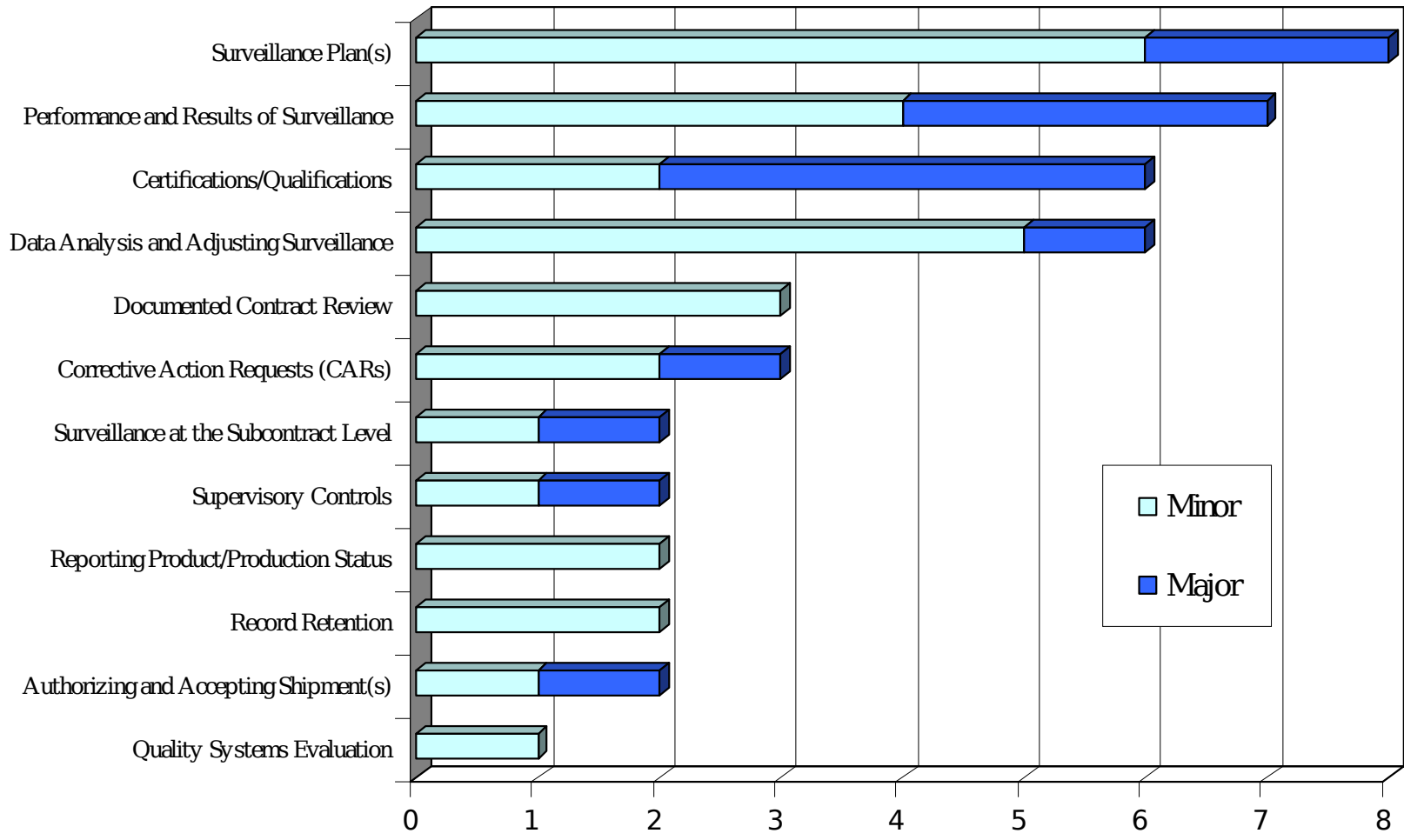


Jul-Dec 1998 One Book Concerns





Jul-Dec 1998 P&MA Concerns





Jul-Dec 98 One Book Trends

Product and Manufacturing Assurance (2.2.1)

Surveillance Plans

- Lack of Critical Process/Risk Identification & Rationale
- Surveillance Techniques not ID (i.e. Process

Proofing/Sampling)

Performance & Results of Surveillance

- Missing Customer Imposed Mandatory Surveillance

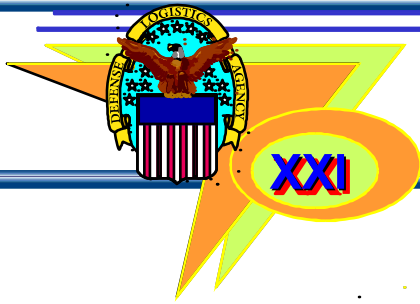
Tasks

- Incomplete Execution of Planned Techniques
- Not Meeting LOD Imposed Reporting Requirements

Certification/Qualifications

- Not NDT Certified, but Accepting Product
- Improper Commodity/Specialized/DAWIA Certifications

Data Analysis & Adjusting Surveillance



What We're Doing

Surveillance Plans

- Small group training with structured package by SFAs
- Workshop or one-on-one coaching by SFAs
- Special sessions for Team Leaders

Performance of Surveillance

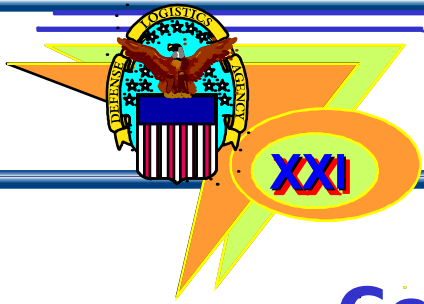
- Split P&MA Chapter for better clarity of requirements
- Impromptu 'cubes' for analysis to focus remedial help
- Workshops and one-on-one coaching by SFAs

Certifications/ Qualifications

- Complete re-engineering of competency matrices
- Complete overhaul of certification/recertification process

Data Analysis & Adjusting Surveillance

- Team Lead workshops by SFAs
- Web based analysis tools



Jul-Dec 98 One Book Trends

Contract Receipt, Review and Postaward Planning (6.1.1)

No Documentation of Multi-Functional Reviews

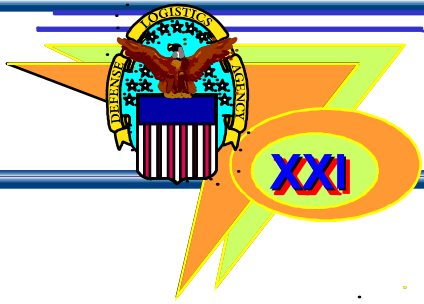
MOCAS Abstracts not in Contract Files

MOCAS Abstracts not Compared to Contract

Lack of Customer Notification Letters

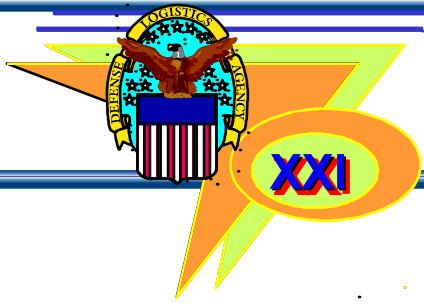
**DLA Form 1533 (Postaward Orientation
Determination) not Used**

Inadequate Postaward Documentation



What We're Doing

- Multi-Functional Review of Contracts**
 - Upfront and Early Identification and Correction of Problem Areas**
 - DD1533s Signed by Team Leaders to Affirm Integrated Review**
 - Distribution of Contract Within the CAO (Five copies received per FAR and DFAR)**
- Correction of Abstracts and Update of MOCAS at Point of Review**
- Integrated Surveillance Plans Should be Done Upon Contract Receipt**
 - Proposal to Automate the Customer Notification Of Contract Receipt and Team Assignment**
- Updating Post Award Conference Guidebook**



One Book Trends

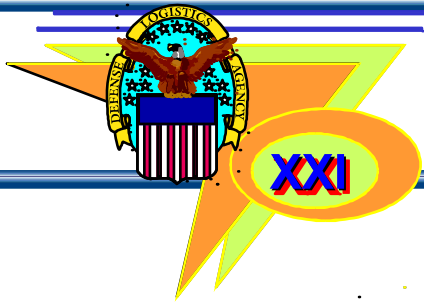
Configuration Management (2.3.1)

No Surveillance by Geographic CAO at Major Aircraft Support

No Surveillance at Plant CAO on Major Engine Program

**Incomplete Utilization of ACTS for Coordination of Configuration
& Tracking Configuration Changes**

Outdated or Inadequate Surveillance Planning



What We're Doing

**No or Outdated Surveillance - performance issue -
responsibility of supervisor & TAG**

-Multi-functional Team Leader course

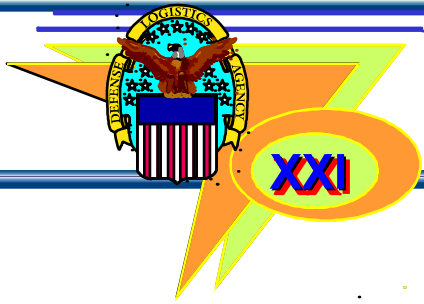
**Incorporating appropriate level of detail and risk into
Surveillance plan**

-Supplier Risk Management One Book Chapter

-Engineering Workshops (schedule: late FY99)

**Improving utilization of ACTS for coordination of
comments & tracking configuration changes**

-On-the-job Training Provided by SFAs



One Book Trends

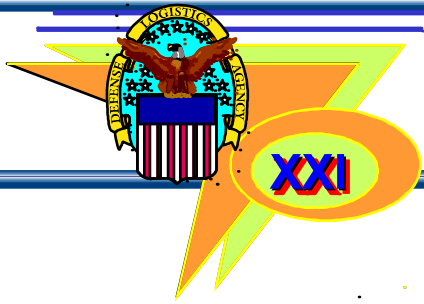
System Planning, Research, Development Engineering (2.1.1)

No Surveillance at Plant CAO on Major Engine Program

Surveillance Planning not Risk-Based

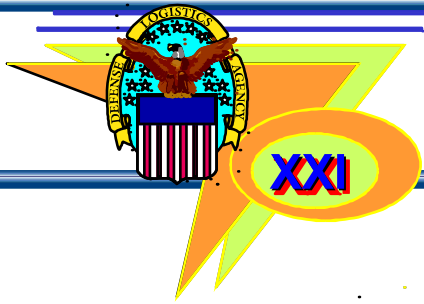
Surveillance Planning Lacking Details

Outdated Surveillance Planning



What We're Doing

- **No or Outdated Surveillance - performance issue - responsibility of supervisor & TAG**
 - **Multi-functional team leader course**
- **Improving Surveillance Planning to address risk**
 - **Supplier Risk Management One Book Chapter**
 - **Engineering Workshops (schedule: late FY 99)**
 - **Emphasis on Engineering Processes, Risk Handling, Etc.**
 - **Technical Performance Measures (TPMs)**



One Book Trends

Program Integration (5.1.4)

Outdated Memoranda of Agreement (MOAs)

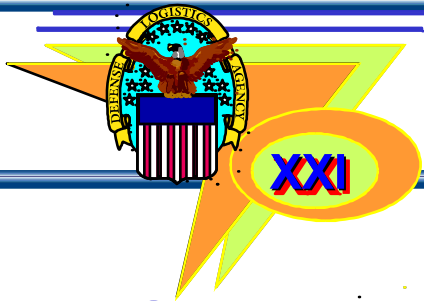
Inadequate/Nonexistent Surveillance Plans

- Did not Identify:**

 - All Functional Requirements**

 - Major/Critical Subcontracts**

 - Customer Interest Items**



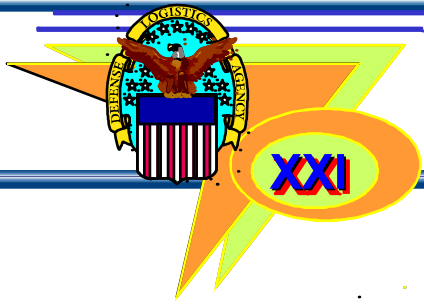
What We're Doing

MOAs:

- Improve Currency by Linking MOA to Surveillance Planning Process
- Systems Changes for Increased Visibility and Tracking of Program Related Documentation:
 - DIRAMS update (V5.0)
 - Tasker 99-111 provides Interim Solution until V5.0 deployed
 - IMPROMPTU can be used to query DIRAMS PI Notes field to determine status and currency of documentation

SURVEILLANCE PLANNING:

- Surveillance Planning Guidebook Integrates PI with other functional areas; Expected Release Date August 00



One Book Trends

Contract Closeout (4.8.2)

GOOD NEWS:

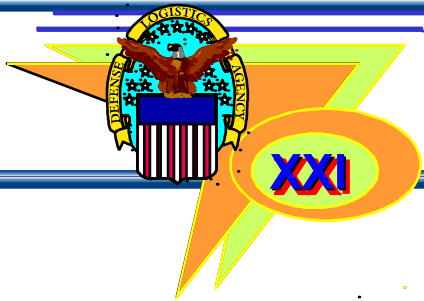
DCMC Cleveland & DCMC Boeing Canoga Park were Noteworthy!

CONCERNS:

Not Moving Contracts from Part A, Section 1 into Section 2

Large # of Contracts

- More than 6 mos Past Final Delivery Date**
- Physically Complete**
- \$0 Unliquidated Obligations**
- Undefined Delivery Date ("U")**



What We're Doing

IOA Findings Being Reviewed at the Current "Contract Delinquency PAT"

Reengineering Contract Closeout for Paperless Initiatives

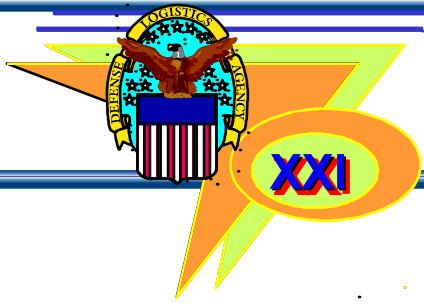
Teaming with DFAS on Reconciliation Initiatives and Prioritization

Keeping all Overage Reason Codes Current in MOCAS

Assisting DFAS as needed, on Part B closeouts

Utilizing new closeout tools (i.e. Quick Closeout Deviation, Real Time Rates) to expedite closeout cycle time.

Working with Customer Liaisons on Common Metrics for Closeout



One Book Trends

Software Development Surveillance (2.1.3)

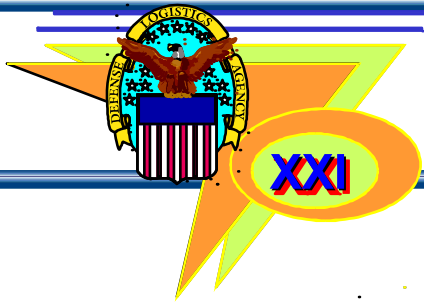
Software Professional Estimating and Collection System

(SPECS) Not Current

- New Code Counts**
- Current Development Phase**
- Software Activity Log Section**

Plan Not Addressing Minimum Requirements

- Product or Process Audit Schedule**
- Criteria for Risk Assessment**
- Critical Processes**
- Criteria for Adjusting Surveillance**



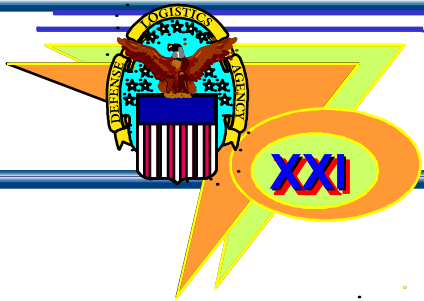
What We're Doing

Improving Currency of SPECS

- **Awareness program to enhance knowledge**
- **SPECS Workshop at the DCMC Software Symposium**
- **SPECS support network**

Improving Plans to Address Minimum Requirements

- **Software Process Evaluation Maturity Model**
- **Computer based training to enhance awareness**
- **Software surveillance based on the Software Capability Maturity Model**



One Book Trends

Management Control and Assessment Process

(6.2.5a)

GOOD NEWS: DCMC Hamilton Standard was NOTEWORTHY!

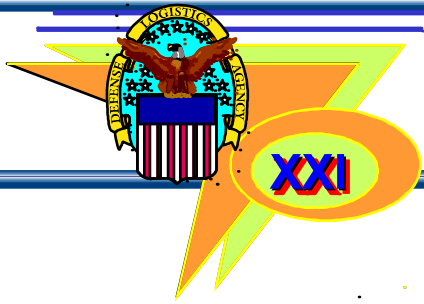
CONCERNS:

**Risk Assessments: No Adjustments for PBAM;
Administrative
Processes not Considered**

**Self Assessment Schedules: Not fully executed; Low
Number of or
Higher Risk Processes Not Scheduled for MCRs**

**Management Control Reviews (MCRs): No Follow-Up
Process;**

**Inconsistent with IOA Results; Low Numbers of MCRs
scheduled/completed often due to the reassignment of**



What We're Doing

**DCMC-B/O/P working policy issues
pertaining to developing a uniform
approach for:**

Risk Assessment

Risk Mitigation Strategies

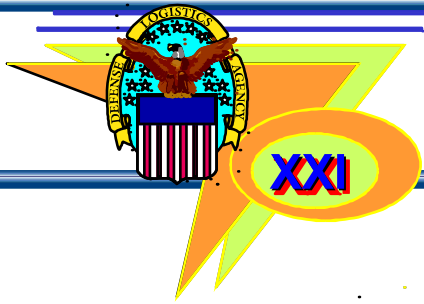
Risk Management for the purposes of:

Planning

Budgeting

Contractor Oversight

Self-Assessment



One Book Trends

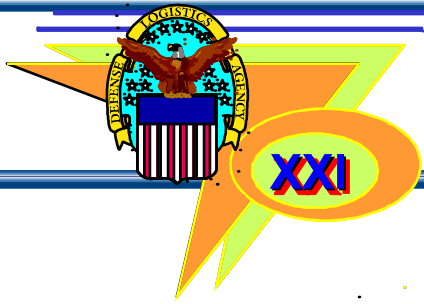
Earned Value Management (4.6.1)

GOOD NEWS:

DCMC Canoga Park was NOTEWORTHY!

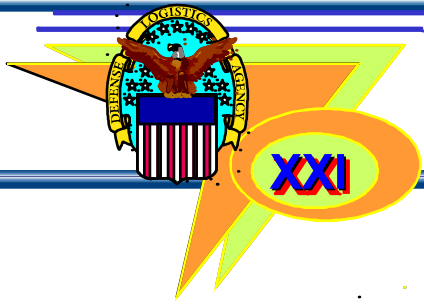
CONCERNS:

**Not Performing System Surveillance
Outdated or Inadequate Plans
Monitor Not Taking Required Training**



What We're Doing

- **Develop and implement strategy for improving DCMC EVMS maturity**
- **Develop and issue new EVMS One Book Policy and Guidebook**
- **Develop and implement an EVMS Training Matrix**
- **Improve understanding of Executive Agent Role**
- **Emphasize PST role in Program Analysis and Reporting**
- **Partner with industry to promote contractor ownership of EVMS**



IOA Results and Initiative

Summary

CAOs that had developed strong processes for Leadership, Planning, & MCAP and had a strong TAG consistently exhibited good One Book execution and good IOA results.